



**DEPARTMENT OF
BUSINESS DEVELOPMENT**

Business Plan and Outlook

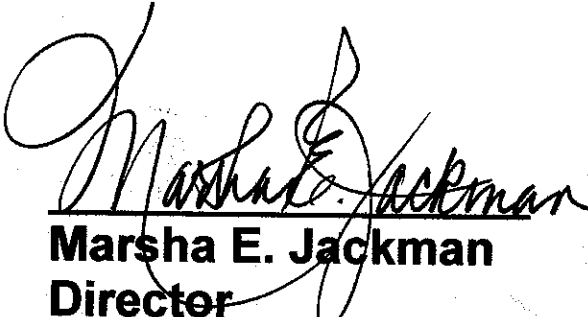
Fiscal Years

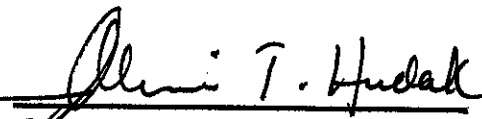
2005-06

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2006-07

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Goals:

Allocate Miami-Dade County government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas.

Lead the coordination of economic development activities throughout Miami-Dade County.

Expand entrepreneurial development opportunities within Miami-Dade County.

Enable Miami-Dade County departments and their service partners to deliver quality customer service.

Create a more business-friendly environment in Miami-Dade County.

Attract, develop and retain an effective, diverse and dedicated team of employees.

Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange.

EXECUTIVE SUMMARY

The Department of Business Development provides assistance, mentoring, coordination and enforcement to promote the economic growth of small business enterprises located in and doing business with Miami-Dade County while ensuring compliance with established guidelines and procedures.

Department Purpose/Mission Statement

Purpose

Our commitment is to provide professional assistance and technical responsiveness to small business enterprises as well as County departments in accordance with established policies and guidelines.

Mission Statement

The Department of Business Development (DBD), through innovative technology and fair business practices, is committed to providing excellent customer service, encourage empowerment and competitiveness of small business enterprises in conjunction with County departments that utilize our services.

DEPARTMENT DESCRIPTION

In FY 96/97, the Department of Business Development (DBD) evolved from a merger of the Contract Coordination Office in the County Manager's Office and the Department of Business and Economic Development (DBED). The "economic component" was absorbed into the Office of Community Development, currently OCED. During this period of transition, the Courts ruled against the County's minority set-aside program under construction and DBD was immediately charged with developing a construction program that would be race and gender neutral--hence the Community Small Business Enterprise Program (CSBE). The responsibilities of DBD included the certification of Black/Hispanic/Women Business Enterprises (B/H/WBEs), Disadvantaged Business Enterprises (DBEs) and CSBEs, the review of construction and procurement contracts for the application of gender/race/ethnicity measures, compliance monitoring of contracts with measures and prompt payment requirements, and the coordination of selection committees for Countywide capital projects for Architectural and Engineering (A&E) and Design-Build.

Because of CSBE Ordinance mandates, key initiatives were developed and implemented such as the mentoring, management, technical, bonding and financial assistance components. New initiatives such as the Anti-Discrimination and the Debarment Programs were also developed and implemented. The Community Workforce Program, which is expected to include a training component, is being developed by DBD to address the hiring of workers within Designated Targeted Areas (DTAs). In addition, the administrative oversight, tracking and monitoring of County funding for a number of Community Based Organizations/Chambers of Commerce, the Cone of Silence, and Change Orders became DBD's responsibilities.

Proactively anticipating an injunction against the County's minority set-aside program for A&E services, DBD developed and implemented the Community Business Enterprise Program (CBE). As a result of the Court's ruling, the injunction was expanded to include the County's minority set aside program for commodities and services. In 2005, DBD implemented a race and gender neutral Small Business Enterprise (SBE) Program.

Director's Office

The Director's Office provides staff with policy direction and guidance for the day-to-day implementation of fourteen (14) ordinances and their corresponding administrative orders as mandated by the Miami-Dade County Board of County Commissioners (BCC). It provides staff support for the Small Business Advisory Board, the Community Small Business Enterprise Advisory Board and the Living Wage Commission. It also monitors County funding for the Chamber of Commerce initiatives and administers the Selection Committee Process.

Administrative & Fiscal Management Division

This division is responsible for planning, directing and coordinating departmental budgetary policies, functions and operations as it relates to personnel, office technologies, fiscal management and other departmental staff and administrative support services; tracks and maintains database of County contracts; prepares and distributes the County's Cone of Silence Ordinance (Ord. 98-106), tracks and monitors County change orders; implementation of bonding and financial assistance programs, as well as oversight of the funding allocations/disbursements for the management, technical, bonding and financial assistance initiatives created as a result of the County's Community Small Business Enterprise Program (CSBE) Ordinance 97-52; and the Small Business Enterprise Program (SBE) Ordinance 05-S26. This division also:

- **Develops, prepares, implements and maintains the departmental budget; exercising fiscal control over expenditures and revenues, accounts payable/receivables processing and invoicing.**
- **Processes the procurement of goods and services for the department, contract payments from various consultants, Community Based Organizations and Community Development Corporations.**
- **Prepares quarterly expenditure and revenue reports.**
- **Processes, tracks and reviews payments, deposits and transfers.**
- **Provides oversight of Chamber of Commerce/Community Based Organizations agreements and disbursements.**
- **Administers the departmental Petty Cash, Compliance and Conference Trust custodial functions.**
- **Monitors and tracks County contracts for service reimbursements that support the departmental budget.**
- **Processes all personnel matters including assessment of staffing needs, recruitment, orientations, evaluations, disciplinary actions, reclassifications and terminations.**
- **Processes departmental purchase orders, requisitions and contract modifications.**
- **Develops and implements departmental training policies and procedures and workshops related to personnel development and growth.**
- **Plans and coordinates special events and activities for the United Way, blood drives and other employee-related, County-initiated programs.**
- **Purchases, develops, implements and coordinates data and telecommunication systems.**
- **Develops and updates DBD's Web Portal which includes information on services, programs, reports and consumer-oriented material.**
- **Develops and implements applications and maintain software licensing for the ORACLE Database System.**
- **Maintains, installs and upgrades staff computers, faxes, and printers for speed, accessibility, security and capacity efficiencies.**
- **Provides maintenance and ongoing enhancements of the ORACLE Database System.**
- **Maintains telecommunication and data equipment.**

- Provides programming services to all divisions and to other County departments as requested.
- Develops and implements bonding and financial assistance initiatives.
- Implements and administers budgets for the Mentor/Protégé, Surety Bonding, Financial, Technical and Management Assistance Programs.
- Tracks and monitors the disbursement of program dollars.
- Develops the departmental Hurricane/Disaster Plan.
- Oversees the department's safety program.
- Coordinates department inventory control and reporting.
- Researches, compiles, and disseminates monthly, quarterly, annual and ad hoc reports.
- Tracks and monitors all County change orders (Resolution 754-97).
- Tracks and maintains database of County contracts.
- Prepares and distributes the County's Cone of Silence Ordinance (Ord. 98-106).

Business Assistance Division

This division certifies firms that are interested in bidding on County contracts and provides general information about DBD's small business certification process, County contracting, or referrals, if they are seeking information about starting a business. The division provides management and technical assistance to the Community Small Business Enterprise (CSBE) and the new Small Business Enterprise (SBE) contractors. Additional services that are provided to construction contractors include mentoring and construction management training. The division plans community activities as part of the department's outreach efforts to recruit small businesses and encourage them to participate in County contracting opportunities. This division also:

- Administers programs that include management and technical assistance and construction management training that benefit the certified Community Small Business Enterprise (CSBE) and Small Business Enterprise (SBE) firms.
- Administers and coordinates mentoring sessions that pair experienced construction contractors with certified CSBE firms in a two-year mentoring relationship.
- Provides certification, and administers management and technical assistance, and mentoring for firms certified in the new Small Business Enterprise (SBE) Program in a one-year mentoring relationship.
- Provides forums, workshops and seminars to encourage participation on County contracts.
- Conducts site visits and ERMs where firms provide sworn testimony to determine program eligibility for certification applicants.
- Certifies businesses in accordance with Miami-Dade County's CBSE, SBE, DBE, LDB, and the Local Small Car Rental (LSCR) Programs.
- Registers firms in the Community Workforce Program (CWP).
- Provides monthly forums, workshops and an annual CSBE/SBE conference.
- Recruits firms through community outreach efforts by making presentations to Community Based Organizations (CBOs); exhibiting at conferences and utilizing print media and radio advertisement to expand DBD's certification pool.

- Provides CSBE and SBE program and certification updates to all advisory boards.

Business & Professional Development Division

This division performs pre-award compliance reviews and analyses, and places goals and measures on County contracts to ensure participation of small business enterprises. The division administers the County's Review Committee (RC) which is responsible for forwarding recommendations of contract measures to the County Manager and the Board of County Commissioners. Through implementation of the Community Workforce Program, the division reviews construction projects for the participation of residents in Designated Target Areas (DTAs). This division also:

- Analyzes architectural/engineering contracts, and professional services agreements/contracts for the application of CBE measures and reviews of proposals for pre-award compliance pursuant to Ordinance 01-103.
- Analyzes procurement contracts for the application of SBE measures and review bids for pre-award compliance pursuant to the ordinance.
- Analyzes construction projects for the application of measures and the review of bids for pre-award compliance as pursuant to Ordinance 03-121 governing the Community Small Business Enterprise Program (CSBE).
- Reviews and analyzes construction projects for applicability of a workforce goal pursuant to Ordinance 03-1.
- Provides staff support to the County Manager's Review Committee.
- Provides staff support to the Small Business Advisory Board.
- Reviews departmental purchases of commodities and services under \$50,000 for Micro-Business Enterprises participation.
- Bi-annually reports to BCC on awards to Micro-Business Enterprises.

Contract Review & Compliance (CRC)

This division is responsible for enforcing the regulations established under the following ordinances: the Responsible Wages and Benefits Ordinance (90-143); the Community Small Business Enterprise Program (97-52); the Living Wage Ordinance (99-44); the Community Workforce Program (A.O. 3-37); Small Business Enterprise Program (05-S26) and the Community Business Enterprise Program for professional services (01-103).

CRC monitors contracts to which participation measures and/or County wage rates have been assigned. CRC is charged with reviewing and investigating reports of non-compliance and to make appropriate recommendations to the County Manager through the Director's office as to the penalties to be invoked. CRC mediates disputes between CSBEs and the prime contractor and investigates complaints concerning prompt payment. In order to determine a contractor's compliance status, CRC conducts a multi-tiered review including field work and desk audits. Field work includes attendance at pre-bid and -work meetings, site observations, employee interviews and office audits. Desk work includes auditing of payrolls, company invoices, cancelled checks, pay requisitions, and payment of invoices. Depending on the complexity of the evidence and the type of violation, sworn testimony may be required as part of a comprehensive compliance review.

During the course of an investigation, CRC personnel must often conduct compliance meetings with contractors in order to discuss the nature of their possible violations. It is an objective of the division to work with contractors to achieve compliance. Mediation meetings are an integral part of the process. As a result of these meetings staff realized that many firms, both prime and subcontractor, were not fully aware of their responsibilities under the applicable ordinances. Therefore, CRC will work in FY05-06 to develop preventive processes that will help to educate firms about program rules prior to or at the commencement stage of a project. However, should firms fail to achieve compliance; violations are issued which may be appealed. Upon an appeal, the CRC Division works with the Professional Support Services Division throughout the appeal process. This division also:

- Establishes enforcement policies and procedures.
- Enforces the Responsible Wages and Benefits Ordinance.
- Enforces the Living Wage Ordinance.
- Enforces the Community Small Business Enterprise (CSBE) Ordinance.
- Enforces the Small Business Enterprise (SBE) Ordinance.
- Provides assistance with construction bid awards, change orders, bid disputes, construction dispute resolution and prompt payment complaints on contracts with measures.
- Administers and monitors the Community Workforce Program.
- Conducts comprehensive compliance reviews that include recommended sanctions and penalties.

Professional Support Services Division

This division provides professional, technical and support services to user departments and customers in the areas of Affirmative Action Plan (AAP) compliance, Technical Services and Pre-Qualification Certification, construction management, administrative review and enforcement of ordinances for which the department has responsibility for administering. This division also:

- Provides construction management assistance in contract measures analysis and "Construction Manager at Risk" projects.
- Investigates complaints of violations to Ordinance 97-67, Anti-discrimination in Contracting, Procurement, Bonding and Financial Services.
- Conducts comprehensive compliance investigations and administrative hearings.
- Assists in the drafting and review of proposed ordinances and amendments.
- Administers Debarment Ordinance 00-18.
- Administers Affirmative Action Plan compliance pursuant to Ordinances 82-37 and 98-30 and resolution 1049-93.
- Administers Pre-Qualification Certification Administrative Order 3-39.
- Administers the Professional Services/Technical Certification process.
- Conducts community workshops and/or outreach meetings with County vendors and contractors in the areas of Affirmative Action Plan compliance and Anti-Discrimination in Contracting, Procurement, Bonding and Financial Services.

FY05/06 Current Innovative Programs & Initiatives

The department's focus for FY05/06 is to: a) improve and expand our outreach efforts and educational initiatives that are geared towards highlighting County contracting opportunities and informing participating small business enterprises and County staff of their responsibilities pursuant to the CSBE, CBE, SBE, Living Wage and Responsible Wages Ordinances and b) develop technology improvements to provide better customer service and improve staff productivity.

Technology Initiatives

- Develop and implement a new Management and Technical Assistance (MTA) application. A system will be developed and implemented which will capture outreach data, daily activities, including but not limited to: telephone, fax, e-mail, forum, walk-ins, letter, meeting, business profiles records, certified CSBE/SBE needs assessments, follow-ups, and referrals.
- Develop and implement a countywide application where County departments can identify firms which are certified to provide specific commodities and services, in order to increase their participation in County contracts. Departments will be able to select an NIGP goods and services trade. In return, the system will provide a list of potential certified SBE/MICRO firms which are certified to perform that requested function. The system will allow for the selection of a particular SBE/MICRO certified firm and produce a list of the commodities and services in which they are certified to offer.
- Develop and implement a web-based SBE/MICRO Usage Justification System for all County departments. The departments will access the application to enter the reasons SBE/MICRO firms were not utilized.
- Develop and implement a system which will increase outreach to firms that are state and locally certified. An interface between the Building Code Compliance Department's data and DBD's data will be developed in order to access real-time firm information to deliver program information, brochures, and other pertinent information to vendors that will enhance participation in DBD small business programs.
- Provide support, maintenance, and modifications required on all currently implemented applications including: DBD's Oracle System, Affirmative Action Plan (AAP), Equitable Distribution Program (EDP – operated by OCI), Living Wage Violations Program, Technical Certification Program (TC), Service Request System, Selection Committee Program, DBD's website, etc.
- Develop a consolidated database (FoxPro, Oracle, and MS Access) for the Technical Services Certification Program.
- Develop and implement a Bonding and Financial program interface with the new MTA application.
- Develop and implement a new Work History Report per new functional specifications and incorporate it into the DBD Oracle System.
- Begin the analysis and design of an application that allows field personnel to enter site visit data into hand-held devices and have that data automatically "uploaded" to a desk top computer.
- Analyze and design the libraries which will be stored using the County's

Electronic Data Management System (EDMS). MUR documents will initialize the first phase of the system.

Outreach Initiatives

- Hold two (2) informational meetings for employees and awarded vendors subject to Living Wage and SBE requirements.
- Develop a CWP Training component.
- Conduct six (6) community workshops for contractors and vendors on Affirmative Action Plan in compliance with Ordinances 82-37, 98-30 and A.O.3-39.
- Conduct five (5) community workshops or outreach meetings on the County's Anti-Discrimination Ordinance (97-67) contracting, financial services, bonding and procurement.
- Develop and provide meetings and forums for CSBE and SBE firms as follows: Eight (8) monthly forums in which County departments and private sector institutions will provide information on how to properly conduct business; two (2) private/public sector business seminars presentations with the intent to enhance small business capabilities and competitiveness; a Nine-week construction management training on how to successfully run a construction based-business; Six (6) new CSBE/SBE orientation meetings for newly certified firms.
- Implement aggressive marketing strategies for the recruitment of CSBE and SBE firms interested in doing business with Miami-Dade County.
- Host annual conference for small businesses.
- Develop a quarterly departmental newsletter and marketing initiatives to provide information about small business opportunities.

Efficiency Initiatives

- Analyze, Design, Develop, and implement an Imaging system so DBD staff can access files electronically.
- Develop and conduct 25 training workshops to provide employees and managers with competencies that result in increased proficiencies.
- Coordinate with MIS Unit to develop a database that will track activities of firms that participate in the CSBE and SBE programs.

Customer Service Initiatives

- Develop an on-line intake complaint form for the Anti-discrimination in Contracting Ordinance that can be downloaded and submitted for initial case review.
- Increase the number of CSBEs bonded through DBD Bonding Assistance Program from 40 to 50 firms.
- Increase outreach to CSBEs to increase their participation in the Expedited Payment Process (EPP).
- Provide management training/evaluation, technical and bonding assistance services to CSBEs under the umbrella of Broadland, LLC.
- Provide reimbursements to CSBEs for their accounting and business plan services.

- **Re-establish the Mentor-Protégé Program.**
- **Revise the CBE Ordinance 01-103 to require a Letter of Agreement (LOA) and allow proposers to cure defects and clarify responsiveness issues.**

The department will Implement also approved changes enacted under the amendment to Ordinance 90-143, which includes annual updates to the wage rates; revisions to the AO; revisions to the supplemental general conditions for all bidders and advise interested parties as to the changes.

FY 06/07 New Services/Programs

- Continuing development of the Electronic Database Management System (EDMS).
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- Continuing development of portable hand-held devices for field personnel utilization.
- Provide programmatic mandates and initiatives training for user departments.
- Develop and provide meetings and forums for CSBE and SBE firms.
- Implement the CWP training component.
- Develop a web-based, on-line Affirmative Action Plan (AAP) electronic submittal system.
- Develop and implement AAP monitoring/compliance component.
- Implement accounting and business plan reimbursement initiative.
- Surety Bond Mentorship Program.
- North Terminal Development (NTD) CSBE Claims Program.

Organization & Staffing Levels

FUNCTIONAL TABLE ORGANIZATION

OFFICE OF THE DIRECTOR- Marsha E. Jackman- Director

- Provides departmental policy direction and overall administration
- Provides staff support for the Living Wage Commission and the Community and Small Business Enterprise Advisory Board
- Monitors County funding for Chamber of Commerce initiatives
- Coordinates the County's Selection Committee Process

Sheri McGriff- Division Director

ADMINISTRATIVE AND FISCAL MANAGEMENT

- Coordinates department budgets, personnel, procurement, accounting, inventory control, management information services
- Researches, develops, compiles, and disseminates quarterly, annual and ad hoc reports
- Tracks and monitors all County change orders (Resolution 754-97)
- Monitors Code of Silence Ordinance
- Coordinates departmental telecommunications and data technologies.
- Administers the Bonding & Financial Assistance

Teresa Sands- Division Director

PROFESSIONAL SUPPORT SERVICES

- Establishes DBD's appellate enforcement policies and procedures.
- Assists with contract measures analysis and directs monitoring of "Construction Manager at Risk" projects.
- Administers the County's Anti-Discrimination Ordinance to prevent discrimination in contracting, procurement, bonding, and financial services industries.
- Reviews and conducts the comprehensive compliance and administrative appeal hearings.
- Reviews all proposed ordinances and amendments
- Coordinates and administers the County's debarment process.
- Administers the County's A & E Technical Certification Program.
- Administers Ordinance 98-30, 82-37, and Resolution 1049-93 to ensure compliance with the County's Affirmative Action Plan requirements.
- Administers Administrative Order 3-39 to ensure compliance with the Pre Qualification Certification

Patricia Thomas- Division Director

BUSINESS ASSISTANCE

- Administers and coordinates the Mentor-Protégé Program which pairs experienced construction contractors with certified CSBE firms in a two-year mentoring relationship and with SBE firms in a one-year mentoring program.
- Administers programs that include management and technical assistance and construction management training which benefits the CSBE/SBE firms.
- Conducts site visits for certification applicants.
- Administers Certification, Management, Technical Assistance and Mentor-Protégé Program for the new SBE Program.
- Provides forums, workshops and seminars.
- Conducts site visits and ERMs where firms provide sworn testimony to determine eligibility for certification applicants.
- Certifies businesses in accordance with Miami-Dade County applicable ordinances and the DBE, LDB and LSCR Programs.
- Promote marketing initiatives and outreach services for small businesses that are interested in doing business with Miami-Dade County.

Betty Alexander- Division Director

BUSINESS AND PROFESSIONAL DEVELOPMENT

- Reviews and analyzes projects for inclusion of contract measures for Community Small Business Enterprise (CSBE), Small Business Enterprise (SBE), and Community Work Force Programs
- Reviews projects with contract measures for pre-award compliance.
- Reviews and analyzes all construction projects for the applicability of a community workforce goal.
- Conducts weekly Review Committee meetings to present recommendations of various contract measures on County Projects.
- Reviews and analyzes all Architectural & Engineering (A/E) projects for inclusion of CBE participation.
- Provides assistance with bid awards for construction, A/E, commodities and services with measures.
- Reviews change orders for inclusion of measures.

Sheila Martinez- Division Director

CONTRACT REVIEW AND COMPLIANCE

- Establishes enforcement policies and procedures.
- Enforces Responsible Wages and Benefits and Living Wage Ordinances.
- Enforces compliance of Small Business Enterprise (SBE) Ordinance.
- Enforces Community Small Business Enterprise (CSBE) Ordinance.
- Provides assistance with construction bid awards, change orders, bid disputes, and construction dispute resolutions including prompt payment issues on contracts with measures.
- Administers Community Workforce Program
- Conducts Comprehensive Compliance Reviews.
- Interacts with Trade Unions to update wage schedules.
- Interacts with County enforcement agencies for those matters involving fraud and/or criminal issues.

STAFFING LEVELS

	FY 05/06 Budget		FY 06/07 Budget
Directors Division	6		5
Business & Prof. Dev.	16		15
Contract Review & Compliance.	28		32
Admin. & Fiscal M'ment Div	24		23
Professional Support Div.	9		8
Business Assistance Div	19		18
Total	102		101

Major programs and changes in staffing levels and organization from the prior year focused on the performance impacts of these changes:

The implementation of the Small Business Enterprise (SBE) Program resulted in the addition of three (3) new positions, but does not significantly impact the workload volume department-wide because seven (7) critical positions were deleted from DBD's budget, resulting in either increased turnaround times, less comprehensive compliance monitoring and a reduction in number of activities/ORACLE applications enhanced, developed or implemented.

The transfer of responsibilities (November 2004) from the Department of Procurement Management for staffing the Living Wage Commission has resulted in the need for additional resources to provide outreach, data tracking and compliance monitoring.

Fiscal Environment

Revenues and Expenditures by Fund (All Dollars in Thousands)

Revenues			
Carryover		628,000	1,623,607
General Fund	911,000	1,157,000	1,157,000
Inter-Dept chgs			
Certif. Fees	37,845	63,000	40,000
Capital Working Fund	7,751,328	6,990,000	5,789,393
Total	8,700,173	8,838,000	8,610,000
Expense			
Salaries & Fringes	6,483,116	6,752,000	6,559,000
Operating Exes	346,378	757,600	719,100
Outreach Svcs	366,075	760,000	760,000
Rent	478,400	501,900	501,900
Capital	30,597	66,500	70,000
Total	7,704,566	8,838,000	8,610,000

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior FY Beginning Year Actual	Prior FY __ Year- end Actual (Est.)	Current FY Year-end Budget
	N/A	N/A	N/A
Total			

**Major funding sources, major variances in revenues and expenditures
from prior years, and significant in-kind services focused on
performance impacts**

The FY2005-06 adopted budget for the Department of Business Development is \$8.838 million. Funding is comprised of \$63,000 from certification fees, \$6,990,000 from the Capital Working Fund, direct billing and sliding fees, and \$1,157,000 of general fund support. \$628,000. was brought forward.

The major variances in revenues and expenditures from prior year 2004-05 were:

Budget	Actual	Variance
\$8,438,000	\$7,705,000	9%

*Program funding for business assistance initiatives was not fully implemented. Budgeted vacant positions were phased in at the end of the year or not filled until FY05/06. Seven (7) vacant positions were deleted from DBD's budget.

Business Environment

At the end of FY04-05, DBD's customers included over 1200 certified small business entities that provided specific services through County contracts and agreements, as well as County departments that are required by the County's various small business ordinances to submit their upcoming contracts/projects for contract measures to be applied.

Minority Set Aside Programs around the country have been increasingly challenged and/or replaced by race and gender neutral programs. DBD adapted to these changes, and has developed programs that still strive for inclusion by providing comprehensive assistance programs that enhance and encourage growth for small businesses that want to participate in Miami-Dade County Contracting opportunities.

Miami-Dade County has implemented the Living Wage Ordinance with the intent that workers will earn pre-determined wage rates once working on Miami-Dade County projects. DBD is currently developing (with the Living Wage Commission) initiatives that will provide outreach efforts and tracking mechanisms to ensure compliance.

Another trend is the utilization of NIGP Commodity Codes which is a national system used for government purchases. This approach advances uniformed DBD certification and DPM's vendor registration. It further promotes efficiency, is a key goal and aligns DBD with the County's procurement system.

The conservative bonding environment in general and the local marketplace in particular has resulted in very restrictive credit requirements for small firms especially in the construction industry. DBD has engaged the services of a small business consultant to implement industry training components and one-on-one firm evaluations to increase the number of certified CSBE firms able to be bonded. Additionally, the consultant will assist firms with outstanding claims for work completed under the North Terminal Development (NTD) program at MDAD. DBD ended the FY04-05 with the intention of bonding a total of 45 firms, but was only able to provide bonding opportunities for 40 firms. The impact of the consultant training should significantly increase the number bonded during FY06-07.

Customer Feedback Plan

Provide management and technical assistance based upon feedback from written surveys received from certified firms after each outreach activity that would allow staff an opportunity to implement targeted outreach strategies.

Target: County certified firms that are construction contractors and procurers of goods and services.

Purpose: Ascertain types of services that will benefit firms in the County's various programs as well as develop and improve DBD's outreach programs and provide timely updates about contracting opportunities. Staff uses feedback to disseminate pertinent information to the business community as exhibitors at local conferences, seminars and community meetings.

FY05/06: Activities are on-going and are conducted regularly, so feedback is continuous. On-going throughout FY06/07.

Issue surveys to DBD customers via email, the web and scheduled workshops

Target: User Departments and organizations

Purpose: Encourage user departments/organizations to participate in County contracts; utilize feedback for departmental improvement for all users

FY05/06: On-going throughout FY06/07. Update survey forms; issue and develop information into a consolidated report and utilize on an as-needed basis.

Survey firms to obtain their bonding and financial status

Target: CSBE and SBE firms

Purpose: Develop quarterly standard survey for CSBEs and SBEs to capture information on the changes of their bonding status as well as provide assistance through training and workshops. Issue surveys via fax, mail-outs and and workshops.

FY05-06: On-going throughout FY06/07. Compile data for reporting and for enhancement in the delivery of services.

Critical Success Factors

- **Staff Participation in the Certified Fraud Examiner Training (CFE) that will increase staff effectiveness when conducting audits of payrolls.**
- **Consultant review of workplace procedures and incorporate recommendations to ensure maximum efficiency of staff resources.**
- **To provide efficient service, increase staff knowledge through access to procurement, construction and architectural/engineering industry publications, workshops and memberships. Employee confidence and competencies will also be enhanced through independent and in-house training, workshops and seminars.**
- **Increase staff support in the area of architectural and engineering certification for Pre-Qualification and Technical Services Certification. With the approval of the People's Transportation Plan (PTP), and the continued development of new technical certification sub-categories, there has been a steady increase in the number of firms seeking technical and pre-qualification certification. Also, it is anticipated that with the recent approval of the General Obligation Bond (GOB), the number of firms seeking certification will steadily increase.**
- **Increase staff support in the area of Affirmative Action to properly implement the plan monitoring component. This will allow staff to conduct field interviews and compliance reviews for required AAP components such as procurement and recruitment policies, training and grievance procedures. Also, increased staff support will enable the department to better assess the employment practices of its County contractors.**
- **Utilize the department's website to update services provided, industry events, i.e., seminars, workshops and DBD's annual conference, as well as notification via print, media, mass mailings and radio/TV spots highlighting business opportunities available to vendors.**
- **Implementation of the consultant-based training that will increase the number of certified firms becoming bondable and able to compete in contracting, thereby expanding and enhancing their competitiveness.**

Future Outlook

Implement EDMS (Electronic Data Management Division) for the MIS Unit initially. This system's purpose is to incorporate a paperless environment. Once the technology is tested in the MIS Unit, EDMS will be implemented in every division in the department.

Develop an on-line tutorial in the area of Affirmative Action Plan development. The tutorial would include updates of relevant equal employment opportunities case law, and extract firm information to develop an affirmative action plan.

Develop a statewide conference for small businesses that will encourage participation in Miami Dade County's small business programs. Information and networking opportunities offered at the conference will enhance the growth of existing certified firms while offering business updates into local and statewide trends.

Develop an Oracle database to track all activities performed by staff as they provide management and technical assistance to all certified firms. Developing this type of program will allow departmental staff to access updated information regarding the participation of all firms in a more comprehensive inter-relational manner.

THE PLAN

Overview

Our FY 2005-06 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms.

- Our Countywide *Vision* "delivering excellence every day" communicated the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "delivering excellent public services that address the community's needs and enhance our quality of life."
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the Performance Measure is a specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Programs/Initiatives* (may include activities and tasks) are

actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes Countywide. This Department is primarily supportive of the following strategic themes:

- Facilitate entities doing business with Miami-Dade County.
- Promote the benefits of living wages, etc., to the business community at large.
- Establish comprehensive approach to link training and technical assistance to financing for small and minority businesses.
- Provide regular, on-going workshops throughout the community.
- Coordinate loan and venture capital programs that are structured to address requirement of small businesses.
- Create and process County forms on-line; Improve integration of department and Countywide systems; Work with user departments to identify priorities and improve department-specific processes.
- Provide in-house support to departments so that they can promote excellent or superb customer service.
- Develop training opportunities that provide employees and managers with the competencies that result in increased proficiencies, including a department-wide approach.

Supporting these themes are goals and priority outcomes that directly relate to this department. These are provided along with the Department's Programs, Initiatives, and Performance Measures for FY 05/06.

Department-related Strategic Plan Goals:

- Allocate Miami-Dade County government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas.
- Enable Miami-Dade County departments and their service partners to deliver quality customer service.
- Expand entrepreneurial development opportunities within Miami-Dade County.
- Create a more business-friendly environment in Miami-Dade County.
- Attract, develop and retain an effective, diverse and dedicated team of employees.
- Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange.

Department-related Strategic Plan Priority Outcomes:

- **ES1-1 - Clearly-defined performance and expectations and standards (priority outcome)**
- **ES2-1 – Coordinated and effective economic and community development programs (priority outcome)**
- **ED2-4 – Maximization of living wage opportunities for all Miami-Dade County residents**
- **ED3-1 – Organizations empowered with the technical and management capacity to succeed (priority outcome)**
- **ED4-2 – Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)**
- **ES5-3 – Motivated, dedicated workforce team aligned with organization priorities (priority outcome)**
- **ES5-4 – Workforce skills to support County priorities (e.g. customer service, leadership, solving technology, etc.,) (priority outcome)**

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